

Office of Statewide Health Planning and Development

Strategic Plan

2016-2018



Message from the Director

I am pleased to share with you the Office of Statewide Health Planning and Development's (OSHPD) Strategic Plan for 2016 to 2018.

Building on the previous plan for 2013-2015 that guided OSHPD through the implementation of the Affordable Care Act (ACA), this revised plan positions OSHPD to be on the front edge of the rapid evolution of California's healthcare environment post-ACA implementation.

With input from OSHPD's community of stakeholders, our goals and performance metrics have been updated to strengthen OSHPD's ability to anticipate change and greater flexibility to respond to change, while increasing fiscal efficiency, customer service, and transparency across the organization.

Above all, this plan builds on the strengths of the talented and dedicated OSHPD team who strive daily to enhance and improve healthcare delivery throughout California.

I invite you to review the strategic plan that will guide us over the next three years.

Very truly yours,



Robert P. David
Director



OSHPD Strategic Plan 2016-2018

VISION AND MISSION

OSHPD's vision is access to safe, quality healthcare environments that meet California's dynamic and diverse needs.

Our mission is to advance access to safe, quality healthcare environments through innovative and responsive services and information.

CORE VALUES

OSHPD's vision and mission are only realized through our core values of Communication, Accountability, Service, Professionalism, Integrity, Respect, Innovation, Teamwork, and Community. These values provide a clear link to the professional standards set for all OSHPD employees.

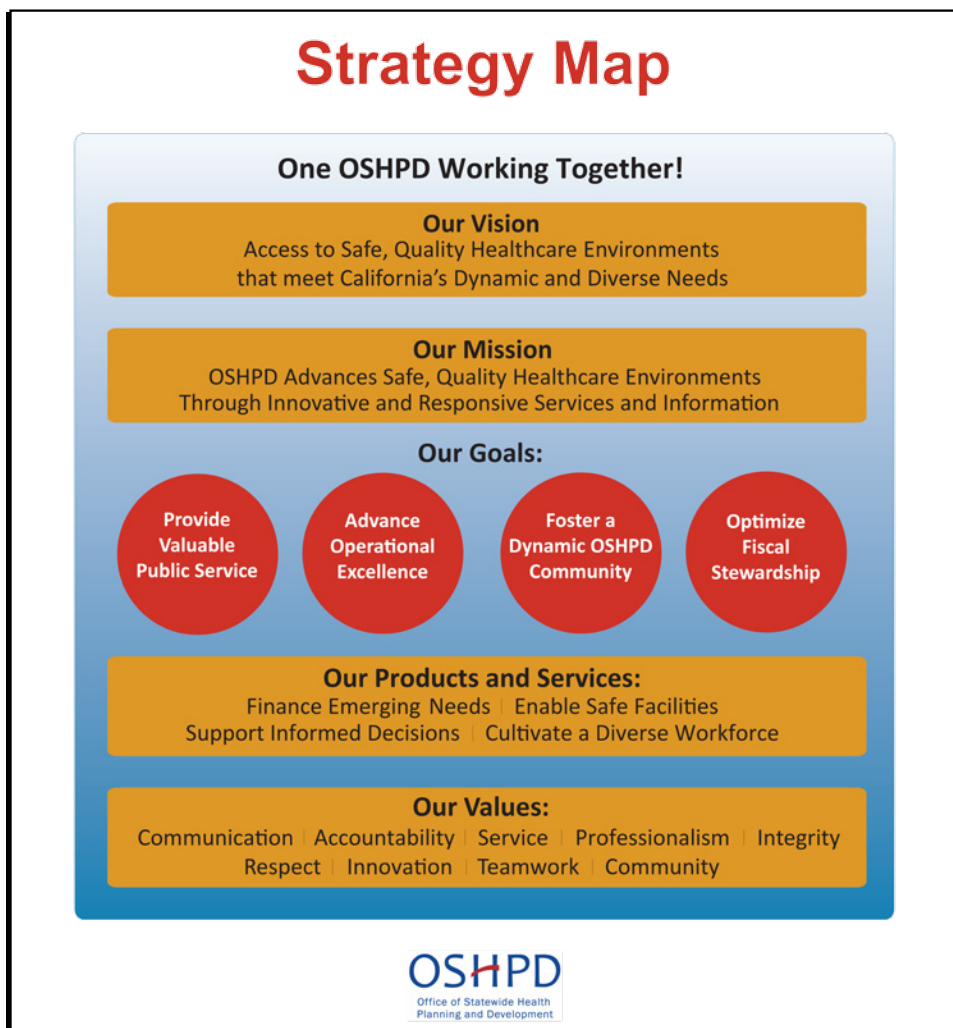
OSHPD STRATEGY MAP

The strategy map illustrates the strategic vision that guides OSHPD in its goal of "One OSHPD Working Together."

OSHPD's success is built from the bottom up on a strong foundation of core values. OSHPD team members contribute to OSHPD's ongoing success by producing quality products and providing invaluable services that support its mission. OSHPD seeks to optimize the balance among four strategic goals for every strategic decision the department makes. As fiscal stewards of public resources, OSHPD makes wise decisions on how to invest in its people, processes, and technology. These investments foster a dynamic community and advance OSHPD's operational excellence so that the organization can provide valuable public services now and in the years to come.

Through strategic decision making and accountability through measuring outcomes, OSHPD will achieve its vision of advancing safe, quality

healthcare environments that meet California's dynamic and diverse needs.



Community map

OSHDP's community map represents how OSHDP works closely with its private and public stakeholders to achieve its vision. OSHDP exists to serve the dynamic and diverse needs of Californians.

Starting from the center, the **"OSHDP Community"** represents all the talented and committed employees of OSHDP.

Along the outside are the **"Data Providers and Consumers."** This includes data providers who capture and contribute relevant data to OSHDP and consumers of this data.

"Providers" are the health professionals and entities that deliver, manage, and support healthcare environments.

"Finance, Design, and Construction Professionals" plan, build, inspect, and maintain healthcare environments. OSHDP's **"Public Service Partners"** are public entities that contribute to creating healthcare environments, including all state, local, and federal government agencies and departments; licensing and service providers; hospital districts; and the State Legislature.

"Business Support Partners" include all business partners that support OSHDP in meeting its mission.

"Workforce Developers and Students," include the students, faculty, trainers' advocates, associations, and employers who are committed to expanding the quality and diversity of health professionals.

By working closely with its internal and external stakeholders, OSHDP can fulfill its mission to advance safe, quality healthcare environments for all Californians.



OSHPD Core Functions

Created in 1978, OSHPD is a department within the California Health and Human Services Agency. OSHPD provides the state with an enhanced understanding of the structure and function of its healthcare delivery systems. Since that time, OSHPD's role has evolved to include the delivery of various services to advance access to safe, quality healthcare environments. OSHPD has three main roles in the healthcare delivery system:

- Collecting data and disseminating information about California's healthcare infrastructure and publishing valuable information about healthcare outcomes.
- Promoting an equitably distributed healthcare workforce with loan and scholarship programs and determining areas of unmet need.
- Monitoring the construction, renovation, and seismic safety of hospitals and skilled nursing facilities and providing loan insurance to assist the capital needs of California's not-for-profit healthcare facilities.



Healthcare Data and Reporting

OSHPD collects and makes publicly available performance, financial, utilization, patient characteristics, and service data from nearly 6,000 California licensed health facilities.

The data that OSHPD makes publicly available includes risk-adjusted hospital and surgeon level outcome ratings for heart surgery, stroke, readmissions, hip fractures, and other procedures.

OSHPD conducts and publicly releases studies on timely health topics such as preventable hospitalizations, bariatric surgery, and racial and ethnic disparities.

Healthcare Workforce

OSHPD administers programs designed to increase access to healthcare to underserved populations and provide a culturally competent healthcare workforce.

Specifically, OSHPD encourages demographically underrepresented groups to pursue healthcare careers, incentivizes primary care and mental health professionals to work in underserved communities, evaluates new and expanded roles for health professionals and new health delivery alternatives, designates health professional shortage areas, and serves as the state's central repository of health education and workforce data.

OSHPD awards scholarships and loan repayments to aspiring health professionals and graduate students who agree to provide direct patient care in medically underserved areas for one to four years. OSHPD serves as California's Primary Care Office supporting the state's healthcare workforce through pipeline development, training and placement, financial incentives, systems redesign, and research and policy with a focus on underserved and diverse communities.



OSHPD also houses the Health Professions Education Foundation (HPEF), a 501(c)(3) non-profit public benefit corporation. HPEF increases access to health care in underserved areas of California by providing scholarships, loan repayments to health professions students and graduates. In return for this support, recipients agree to work in medically underserved areas of California for a period of one to three years.

Healthcare Infrastructure and Financing

OSHPD is California's building department for acute care hospitals and skilled nursing facilities. OSHPD reviews health facility construction plans to ensure that more than 1,700 facilities containing more than 4,000 buildings with over 200,000 licensed beds meet California building codes and state seismic safety standards. The department safeguards life, health, property, and public welfare by regulating the design, construction, quality of materials, use and occupancy, location, and maintenance of all buildings, structures, and equipment in facilities under its jurisdiction.

For facilities in need of financing, OSHPD provides loan insurance, at no cost to taxpayers, to non-profit and public health facilities seeking to borrow money for capital improvements. Borrowers are guaranteed access to lower interest rates allowing them to better serve their communities.



Our Vision

Access to Safe, Quality
Healthcare Environments that
Meet California's Dynamic and
Diverse Needs

Our Mission

OSHPD Advances Safe, Quality
Healthcare Environments
Through Innovative and
Responsive Services and
Information

Our Values

Communication	Respect
Accountability	Innovation
Service	Teamwork
Professionalism	Community
Integrity	

OSHPD Goals

Provide Valuable Public Service

2016-18 Objectives

1. Know our customers and understand their needs.
2. Create and promote quality products and services that are valued by our customers.
3. Champion innovation, transparency, and open access to information.

Advance Operational Excellence

2016-18 Objectives

1. Identify and prioritize requirements and opportunities.
2. Align our resources and processes to fulfill our commitments.
3. Streamline processes to improve services.
4. Measure and report performance.

Foster a Dynamic OSHPD Community

2016-18 Objectives

1. Promote a culture of learning, growth, and excellence.
2. Enhance key skills, abilities, and knowledge transfer.
3. Empower innovation at all levels.
4. Improve meaningful communication among and within divisions.
5. Model OSHPD values.
6. Transition smoothly to a new headquarters.

Optimize Fiscal Stewardship

2016-18 Objectives

1. Use public resources wisely.
2. Improve fiscal transparency, efficiency, and accountability.
3. Align fees and services.

OSHPD Achievements 2013 - 2015

Healthcare Data and Reporting

Data Products – OSHPD has expanded its inventory of data products to more than 125 reports, data sets, outcome and performance trends, and unique special studies.

Data Usage – OSHPD fulfilled more than 1,300 confidential data requests for eligible data requestors, such as the University of California, and more than 200 custom data analyses for other data requestors.

Open Data Portal – Since the launch of the California Health and Human Services Agency Open Data Portal in 2014, OSHPD has contributed more than 100 data sets and charts, including information on hospital profitability, patient trends, seismic construction status, and a wide variety of hospital performance and quality ratings. Visit the [Open Data Portal here](http://chhs.data.ca.gov/).



The California Health and Human Services Agency Open Data Portal.

CHHS Open Data Portal
chhs.data.ca.gov/

Healthcare Workforce

Health Careers Training Program – OSHPD awarded \$1.25 million in grants to 83 organizations in California to serve almost 21,000 students/participants, including kindergarten through high schools, colleges, universities, and community health clinics.

State Loan Repayment Program (SLRP) – OSHPD added pharmacists to the list of eligible disciplines who can apply for loan repayment, bringing the number of disciplines eligible to apply to SLRP to 11.

OSHPD implemented a new online application system that has doubled the number of SLRP applications received during each annual application cycle.

Song-Brown Program – OSHPD has awarded more than \$43 million to family medicine and primary care residencies, family nurse practitioner, physician assistant, and registered nurse training programs to support the education and training of 9,000 residents and students.



Song Brown Program – OSHPD Director Robert P. David (center, front) presents a check for \$154,845 to the UCSF Benioff Children's Hospital Oakland Pediatric Residency Program at a ceremony in Oakland.

Shortage Designation Program – OSHPD has designated 116 communities in California as Health Professional Shortage Areas.

Workforce Education and Training (WET) Program – OSHPD has awarded more than 296 individuals a stipend in exchange for a 12-month service obligation in the county public mental health system (PMHS). Of the 296 individuals awarded a stipend, 79 percent were from under-represented communities and 56 percent spoke another language in addition to English. The WET Education Capacity Program supports four psychiatric residency/fellowship programs for training in the county PMHS, which has resulted in 35 psychiatric residents/fellows spending more than 20,000 clinical rotation hours in the PMHS.

Health Professions Education Foundation (HPEF) – HPEF has awarded more than 3,248 scholarships and loan repayments totaling \$53.8 million to California health professionals serving in all 58 California counties in areas of unmet need.

Healthcare Construction and Financing

Hospital construction projects – In 2015, OSHPD reviewed more than 16,000 hospital construction plans. The average turnaround time for review has been reduced 40 percent. Improved review times support access to care by reducing construction delays and costs.

Seismic Safety Program – More than 91 percent of California's acute care hospital buildings are no longer at significant risk of collapse in a strong earthquake, and the remaining buildings are on track to achieve this goal by 2020.

Cal-Mortgage Program – OSHPD's loan insurance portfolio consists of \$1.8 billion in loans for 105 public and non-profit facility projects.

e-Services Portal (eSP) – OSHPD introduced a web-based project tracking system that allows hospital clients to submit applications, review project status in real time, and obtain a building permit. [Visit the e-Services Portal here.](#)



Project status application – OSHPD introduced a downloadable application providing hospitals and skilled nursing facilities access in Google Earth to the e-Services Portal to check on project status.

OSHPD congratulates St. John's Well Child and Family Center at the grand opening of its new 50,000 square foot health and wellness campus in Spring 2014 in Los Angeles.

Attending the ribbon cutting ceremony in South Los Angeles is White House Senior Advisor Valerie Jarrett (center, right), and former OSHPD Cal-Mortgage Deputy Director Carl McLaney (right).

Resources

Office of Statewide Health Planning and Development

oshpd.ca.gov/

CHHS Open Data Portal

chhs.data.ca.gov/

Healthcare Information Division

oshpd.ca.gov/HID/

Healthcare Workforce Development Division

oshpd.ca.gov/HWDD/

Health Professions Education Foundation

oshpd.ca.gov/HPEF/

Facilities Development Division

oshpd.ca.gov/FDD/

Cal-Mortgage

oshpd.ca.gov/CalMort/

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